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DCI/IC 73-0299/13

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

MEMORANDUM FOR: The President

SUBJECT: Objectives for the Intelligence Community

REFERENCE: The President's Memorandum of April 18, 1973

Your directive of November 1971 included a list of major objectives that must be attained to increase substantially the efficiency and effectiveness of the intelligence community. I propose to set these objectives and to require that specific steps toward them be taken during the next four to eighteen months.

- A. The responsiveness of the U. S. intelligence effort with respect to national requirements must be subject to continuing review and the quality, scope and timeliness of the community's product must be improved.

To meet these objectives, I plan to do the following regarding the National Intelligence Product:

- through the NSCIC, determine by October 1, 1973 which national intelligence products satisfy user needs and identify new product requirements;
- achieve significant improvements in product formats and production procedures to increase responsiveness by December 1, 1973;
- establish by October 1, 1973 procedures for a continuing review by the NSCIC and my own staff of the responsiveness and quality of the community's product;

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- B. Authoritative and responsible leadership for the community as a whole must be assured.

To meet this community leadership goal, I will:

- complete the restructuring and strengthening of my personal staff by September 1, 1973 to provide me independent support in community matters;
- re-issue community planning guidance by August 1, 1973;
- participate actively in the NSCIC and insure that IRAC and USIB have a dynamic and forceful role in the community;
- emphasize programs to upgrade the quality of intelligence personnel and improve personnel management in the community;
- change the USIB committee structure by October 1, 1973 to increase USIB effectiveness in advising me on national requirements.

- C. A more efficient use of resources by the community in the collection of intelligence information must be achieved. Utilization of the means available must be in consonance with approved requirements of U.S. security and national interests.

To meet this goal I will, with respect to

National Intelligence Program Budget:

- support the President's intelligence budget for FY 1974 before Congress;
- develop for FY 1975 and beyond a national intelligence program budget. This budget will result from the review procedure of the various intelligence entities and the total review and deliberations of the IRAC on the programs therein. The NIPB will be my personal recommendation to the President on the level of national intelligence resources, their utilization and performance.

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- institute a quarterly review by the IRAC of resource utilization by all intelligence entities;
- with the advice of IRAC and the United States Intelligence Board, define and complete, prior to final budgetary decisions on the FY 1975 NIPB, a series of major program issue studies.

Research and Development:

- form an R&D Advisory Council as a subcommittee of IRAC by August 1973;
- review all R&D activities within the NIP to identify by November 1973 ongoing R&D efforts, their costs, their purpose, and who has responsibility for each effort;
- instruct the Council to recommend by January 1, 1974 an overall R&D strategy and structure for IRAC consideration based on a clear perception of intelligence needs which identifies technological gaps and resource deficiencies, eliminates unnecessary duplication of effort, and stresses cross-program technology transference.

D. Assignment of intelligence functions within the community must be reviewed and revised to eliminate inefficient, unnecessary or out-moded activities.

To meet this goal I will, with respect to

Measures of Intelligence Worth:

- undertake specific studies to evaluate the intelligence product and its worth to the consumer and eliminate intelligence collection and product of marginal usefulness;
- undertake selective review during the next 18 months of the following in order to better rationalize the division of labor and increase the number of services of common concern performed within the community;

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- indications and warning intelligence
- ELINT processing and exploitation
- current intelligence reporting
- HUMINT operations
- explore and, where necessary, increase the usefulness of the intelligence product to Net Assessment producers and consumers;

Tactical Intelligence:

- submit a report in the third quarter of FY 1974 on the national/tactical intelligence interface. As a basis for this report I will,
  - ask the Department of Defense and the Joint Chiefs of Staff to review the requirements for intelligence assets in place with the military forces, and identify support which could be provided to the military forces from national assets;
  - determine, with the assistance of program managers, the contribution which can be made to the national intelligence effort by the in-place assets of the military forces, and identify the kinds and amounts of data from national assets which can be provided in a timely and usable form to military force commanders;
  - formulate recommendations by January 1974 to insure that the needs for national intelligence for military operations are met and to eliminate unnecessary overlap or duplication in the national and tactical areas.
- E. The provision of intelligence and its utilization must enhance the formulation of the foreign military and economic policies of the U.S. Government and the planning for and conduct of military operations by U.S. forces.

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Consumer Needs:

- implement a procedure with USIB whereby requirements for collection and production of intelligence are kept under continuing review with provision for the introduction of new requirements as needed and for elimination of those which become out-of-date.

Military Intelligence:

- have the Department of Defense identify the ten highest priority needs in the field of technical intelligence required by their planners;
- prepare for NSCIC approval in the third quarter of FY 1974 intelligence production programs in the areas of Soviet and Chinese military R&D and Warsaw Pact general purpose force effectiveness.

Economic Intelligence:

- identify early in FY 1974 the current needs of the users of this intelligence;
- determine, in coordination with other Federal agencies, what contribution the intelligence community can make in this area;
- determine appropriate resource levels and, through the United States Intelligence Board, assign responsibilities for collection and production in this area;
- provide for implementation of this program by January 1974.

Narcotics and Terrorism:

- in coordination with other Federal agencies, identify by October 1974 the needs for intelligence in these areas, and match the unique capabilities of the intelligence community to those needs;

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- determine by November 1973 the appropriate assignment of responsibilities and the resource levels which the community should devote to these problems.

William E. Colby

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13-0299/11

June 22, 1973

**MEMORANDUM FOR: Mr. Colby**

**SUBJECT: Goals and Objectives**

1. Attached is a memorandum for the President regarding Intelligence Community Goals and Objectives. It is cast in a form you requested. It was written with the expectation that you might delete and de-emphasize the various objectives listed.

2. When you are comfortable with substance of the memorandum in a general -- though not final -- way, Bridgewater is desirous of a meeting between you and Mr. Ash. The purpose would be a general discussion based on the memorandum and leading to its final form, i.e., one satisfactory to you and OMB.

3. We have determined that Mr. Ash would be available as follows for the meeting mentioned:

Friday, 29 June at 1430

Thursday, 5 July at 1000

Shall we set up a time with him?

(Signed) Lew Allen  
Lew Allen, Jr.  
D/DCI/IC

JJMartin/mjn/22June73

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THE DIRECTOR OF CENTRAL INTELLIGENCE  
WASHINGTON, D.C. 20505

MEMORANDUM FOR: The President

SUBJECT: Goals for the Intelligence Community

REFERENCE: The President's Memorandum of April 18, 1973

Your directive of November 1971 included a list of major objectives that must be attained to increase substantially the efficiency and effectiveness of the intelligence community. I propose to set these objectives as my goals and to take specific measures during the next four to eighteen months to achieve them.

President's Objectives: DCI Goals

- A. The responsiveness of the U.S. intelligence effort with respect to national requirements must be subject to continuing review and the quality, scope and timeliness of the community's product must be improved.

To meet these goals, I plan to do the following regarding the National Intelligence Product:

- through the NSCIC, determine by September 1, 1973 which national intelligence products satisfy user needs and identify new product requirements;
- achieve significant improvements in product formats and production procedures to increase responsiveness by October 1, 1973;
- establish by October 1, 1973 procedures for a continuing review by the NSCIC and my own staff of the responsiveness and quality of the community's product;
- initiate a program of joint agency in-depth analyses of probable future intentions of selected foreign countries toward the U.S. or toward one another to be approved by the NSCIC by mid-October 1973.



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- B. Authoritative and responsible leadership for the community as a whole must be assured.

To meet this community leadership goal, I will:

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- re-issue community planning guidance by August 1, 1973;
- participate actively in the NSCIC and insure that IRAC and USIB have a dynamic and forceful role in the community;
- emphasize programs to upgrade the quality of intelligence personnel and improve personnel management in the community;
- change the USIB committee structure by October 1, 1973 to increase USIB effectiveness in advising me on national requirements.

- C. A more efficient use of resources by the community in the collection of intelligence information must be achieved. Utilization of the means available must be in consonance with approved requirements of U.S. security and national interests.

To meet this goal I will, with respect to

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- support the President's intelligence budget for FY 1974 before Congress;
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- institute a quarterly review by the IRAC of the programs and objectives of all intelligence entities;
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  - review all R&D activities within the NIP to identify by November 1973 ongoing R&D efforts, their costs, their purpose, and who has responsibility for each effort;
  - instruct the Council to recommend by January 1, 1974 an overall R&D strategy and structure for IRAC consideration based on a clear perception of intelligence needs which identifies technological gaps and resource deficiencies, eliminates unnecessary duplication of effort, and stresses cross-program technology transference.
- D. Assignment of intelligence functions within the community must be reviewed and revised to eliminate inefficient, unnecessary or out-moded activities.

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- current intelligence reporting
- HUMINT operations
- explore and, where necessary, increase the usefulness of the intelligence product to Net Assessment producers and consumers.

Tactical Intelligence:

- report to the National Security Council in the third quarter of FY 1974 on the national/tactical intelligence interface. As a basis for this report I will, moreover,
    - ask the Department of Defense and the Joint Chiefs of Staff to determine the requirements for intelligence assets in place with the military forces, and the additional support which should be provided to the military forces from national assets;
  - determine, with the assistance of program managers, the contribution which can be made to the national intelligence effort by the in-place assets of the military forces, and identify the kinds and amounts of data from national assets which can be provided in a timely and usable form to military force commanders;
  - formulate recommendations by January 1974 to insure that the needs for military operations are met and to eliminate unnecessary overlap or duplication in the national and tactical areas.
- E. The provision of intelligence and its utilization must enhance the formulation of the foreign, military and economic policies of the U.S. Government and the planning for and conduct of military operations by U.S. forces.

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- provide for implementation of this program by January 1974.

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